



**Glasgow City Council**

**Operational Performance and Delivery  
Scrutiny Committee**

**Report by: The Chief Executive**

**Date: 21st November 2018**

**Contact: Anne Connolly Ext. 75678**

**Item 2**

**21<sup>st</sup> November 2018**

### **Council Strategic Plan Outcome Indicators**

#### **Purpose of Report:**

This report provides the Operational Performance and Delivery Scrutiny Committee (OPDSC) with a progress update on the development of the Council Strategic Plan Outcome Indicators.

#### **Recommendations:**

The Committee is asked to:

- 1) Note the progress made in the development of the outcome based measures;
- 2) Consider and comment on the suite of indicators/measures; and
- 3) Note that the report will be presented to City Administration Committee on 13<sup>th</sup> December 2018 and that this committee's comments will inform that report.

Ward No(s):

Citywide:

Local member(s) advised: Yes  No  consulted: Yes  No

## **1.0 Purpose of Report**

- 1.1 This report presents an update on the proposed suite of outcome based performance measures that have been developed to monitor progress against the priority themes and commitments set out in the Council Strategic Plan 2017 to 2022.

## **2.0 Background**

- 2.1 A review of the Council's performance management arrangements was completed by the Chief Executive's Department in May 2017 and the resulting recommendations were presented to the OPDSC in January 2018.
- 2.2 Overall the review identified examples of current arrangements that enabled the Council Family to demonstrate effective delivery against its priorities and responsiveness to statutory and regulatory requirements.
- 2.3 In addition, the review identified that the majority of reports and performance information currently produced across the Council Family focused mainly on input and output indicators. The review recommended an outcome orientated approach, linked to the new strategic plan, which could potentially provide a framework to evidence real results achieved by demonstrating impact and changes over time (service, project and/or policy outcomes).

## **3.0 Best Value Audit Recommendation**

- 3.1 During the recent Best Value Assessment (June 2018), Audit Scotland found that our current approach to performance reporting was well developed. The report also recognised our commitment to continuous improvement through regular review of our existing performance management arrangements.
- 3.2 The Best Value Assessment findings included a recommendation that we should continue to refine our corporate performance framework to help measure the long-term outcomes of the strategic plan. The Best Value Assessment action plan was agreed by Council on the 13<sup>th</sup> September 2018.

## **4.0 Developing the Outcome Based Performance Measures**

- 4.1 The development of the outcome measures has been undertaken in consultation with performance officers from across the Council Family. The Officer Strategy and Performance Working Group has reviewed the national Scotland Performs Framework<sup>1</sup> (<http://nationalperformance.gov.scot/>). Where possible and appropriate

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<sup>1</sup> A new Scottish National Performance Framework, consisting of 11 outcomes, 81 indicators and 17 Sustainable Development Goals was launched in June 2018

it has selected the same indicators and evidence sources to establish baseline statistics for the Council Strategic Plan and for future performance measurement.

- 4.2 The final suite of measures that have been selected present a range of outcomes, outputs, processes and inputs, combining a variety of facts and opinions in order to provide a balance of information to allow effective measurement of service impact and changes over time. Some measures will provide insight and context and others will track performance.
- 4.3 The indicators and outcomes are also aligned to the Sustainable Development Goals<sup>2</sup> (a set of globally agreed indicators/priorities for tackling poverty and Inequality) and also the National Public Health Priorities.<sup>3</sup>
- 4.4 Using the Scotland Performs Framework as a guide, a range of evidence sources have been identified. The sources include national data sets which provide local authority comparative information, such as the Scottish Public Health Observatory, Scottish Household Survey and Office of National Statistics. Evidence from additional sources such as service performance data, the Glasgow Household Survey and the Local Government Benchmarking Framework will also be used to demonstrate that strategic outcomes are being achieved. In discussing the measures with national data organisations, we understand that the measures we have developed can be collated at a Glasgow level

## **5.0 The Performance Management Process.**

- 5.1 As these indicators are intended to measure progress over time it is intended to use them, where available, in the mid-term review of the council strategic plan and in future annual performance reporting. The outcome measures developed represent a new approach to performance measurement and will require a process of on-going trial and adjustment to ensure the most appropriate indicators have been selected and that they are used consistently.
- 5.2 The indicators selected have been aligned to the seven cross cutting priority themes and 28 high level outcomes of the Council Strategic Plan 2017-2022.
- 5.3 Each performance indicator will have a baseline position allocated and will then be updated on an on-going and regular basis, when evidence and source Information becomes available. The Chief Executive Department is completing the collation of the baseline evidence. Through our discussions with national data organisations, we understand that the measures we have developed can be collated at a Glasgow level.
- 5.4 The Strategy and Performance Working Group will continue to meet on a six-weekly basis to oversee the implementation of the outcome based performance measures and how these continue to evolve over time. This group will also

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<sup>2</sup> <https://sustainabledevelopment.un.org/?menu=1300>

<sup>3</sup> <https://www.gov.scot/publications/scotlands-public-health-priorities/>

continue to develop the process of collation, analysis and interpretation of the findings and evidence. It will develop any technical notes required to ensure the use and definition of the indicators are clear.

5.5 These new performance measures will build on the data already collected for reports relating to the performance monitoring of the strategic plan. Other related reports include:

- The Corporate Scorecard
- Programme Plan Progress Reporting
- Thematic Reporting to OPDSC
- Annual Performance Report.

## 6.0 Policy and Resource Implications:

### Resource Implications:

*Financial:* No direct financial impacts as a result of the report.

*Legal:* No new legal issues.

*Personnel:* No direct personnel impacts.

*Procurement:* No relevant procurement Issues

**Council Strategic Plan:** The new outcome based performance measures align to all 7 cross cutting themes in the Council Plan 2017-2022

### Equality and Socio-Economic Impacts:

*Does the proposal support the Council's Equality Outcomes 2017-22:* Yes

*What are the potential equality impacts as a result of this report? :*

*Where individual performance reviewed within the framework has future service change implications they will require to consider Equalities Impacts within the EQIA Framework*

*Please highlight if the policy/proposal will help address socio-economic disadvantage:*

*Where performance issues are highlighted and have future service change implications they will require to consider socio economic impact within the EQIA Framework.*

### **Sustainability Impacts:**

<i>Environmental:</i>	<i>No relevant environmental issues as a result of this report.</i>
<i>Social, including Article 19 opportunities:</i>	<i>See above.</i>
<i>Economic:</i>	<i>See above.</i>

### **Privacy and Data Protection:**

No data protection impacts identified

## **7.0 Recommendations**

7.1 The Committee is asked to:

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